



Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact support@jstor.org.

hands of a competent teacher, but which do require correction. For example the statement is made that selling by mail-order houses costs 7.21 per cent of net sales, while the reviewer is sure that if he understands the statement, the figure should be something like three times as large. Again the statement is made that transportation charges on most manufactured products are not of special importance. Surely the following statement is incorrect: "In general the margin between the producer's price and the wholesale price is wider than that between the wholesale price and the retail price. This means that on the whole the public is a better buyer than the producer is seller" (p. 235).

The weakest chapters are those on cost and market price, as these do not show a thorough grasp of economic analysis.

These criticisms are made with the idea of being helpful and the reviewer would close by stating that the book is broadly conceived and contains such a large amount of useful information and discussion that he would probably select it for use in a course in marketing.

LEWIS H. HANEY

NEW YORK UNIVERSITY

Labor Maintenance. By DANIEL BLOOMFIELD. New York: The Ronald Press, 1920.

"A Practical Handbook of Employees' Service Work" would be a better title than subtitle for Daniel Bloomfield's *Labor Maintenance*; at least, it would be less likely to deceive the reader. One is surprised to find, on going through so bulky a volume on labor maintenance, that there is no discussion of hours, wages, sources of labor supply, labor agreements, the technique of selection, and other matters which are nowadays pretty generally considered the fundamental problems of labor administration. The explanation for these omissions is to be found in the Preface; here Mr. Bloomfield states that his purpose has been to supply "a need for a book which points the way to better methods in what was once known as welfare work." The result is a volume which covers a miscellaneous group of employment activities which may be classified more or less accurately as "welfare," or, as Mr. Bloomfield prefers, "service" activities.

Training, Americanization, health and safety, recreation, housing, various financial aids to workers such as mutual benefit associations, group insurance, profit-sharing—each of these subjects has its chapter or two. Mr. Bloomfield rightly emphasizes again that, if these "service"

activities are to be indulged in, they must not smack of the "paternalistic," that the worker must participate actively in their development and control.

Labor Maintenance will be helpful to the reader who desires to know how these service matters are handled in representative American industries. The manager will be able to secure valuable suggestions from the concerns which Mr. Bloomfield names. Mr. Bloomfield's discussion is rarely detailed enough to make it possible to work directly from his own text.

The value of *Labor Maintenance* is greatly reduced because of the extraordinarily uncritical nature of Mr. Bloomfield's discussion. The policies and plans of innumerable industrial organizations are presented with only a word of comment by Mr. Bloomfield. The reader is left either to work out for himself the merits and weaknesses of the plans put before him, or else to assume that their inclusion in the text implies that they have Mr. Bloomfield's endorsement. These plans, to be sure, are extremely suggestive, especially to the experienced labor manager; however, it seems part of the obligation of a writer, not merely to present suggestive material, but also to put with it his own matured judgment as to its strong points and its defects.

Even on such difficult questions as profit-sharing, housing, and training there is little indication of the obstacles to be surmounted and no detailed analyses of plans that have gone wrong. The reader would find it almost impossible to get from Mr. Bloomfield's book the information on profit-sharing, for example, which would be of assistance in deciding whether or not profit-sharing would be justified by his local conditions.

Labor Maintenance attempts to make a contribution to the subject of labor management in general, with application to all industries and businesses. One cannot help wondering whether the time has not come when books attempting so wide a field have ceased to be useful. The need now is for thoughtful and exhaustive analyses of labor management in particular industries—the clothing industry, the packing industry, the department store. Differentiations in the field of labor management, due to differences in the nature of the industry, the type of worker, and the existence of collective agreements, are becoming sufficiently clear, so that it should soon be possible to consider in detail the specific problems and solutions of a specific industry.

BEARDSLEY RUMI